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DD/ST#

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ORD 2792-67

MAY 1967

MEMORANDUM FOR: Chief, Technical Services Division/DD/P

SUBJECT : Coordination of Research and Development
Conducted by ORD in Relation to Clandestine
Services' Needs

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REFERENCE : Memorandum to D/ORD from C/TSD []
dated 17 April 1967, Same Subject

1. The Office of Research and Development generally endorses the major objectives set forth in your memorandum. We are particularly desirous of having a well coordinated R&D program worked out between ORD and TSD well in advance of budget presentations. Unfortunately, earlier efforts to exchange information were not very successful in some areas. Some improvement in communications could be made, perhaps by holding some type of [] exercise involving TSD and ORD. In that regard, ORD's participation at the [] exercise earlier last month was of considerable value to us. If it is appropriate, we would like to continue to have the opportunity to meet with representatives from the operating divisions and TSD.

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2. ORD can provide summaries of projects of immediate or potential use to the Clandestine Services by making available the narrative sheets from current computer runs which replaced the old R&D catalog forms. It is important, however, that these forms be supplemented by direct conversation between the technical people involved.

4. We understand that TSD is in the process of revising its R&D requirements and we welcome this. Having received the revised requirements, it is incumbent on our technical officers to meet with your technical representatives prior to initiating

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Approved For Release 2002/08/06 : CIA-RDP70B00501R000100170013-3

2

**SUBJECT: Coordination of Research and Development Conducted
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programs which are solely and directly in support of the Clandestine Services. Once having initiated the programs, TSD should be kept informed of their progress periodically and should receive appropriate progress reports from the contractors. In addition, ORD should be informed in detail of all projects TSD is undertaking in the same areas so that our technical officers can properly direct our projects, thereby avoiding duplication and overlapping.

5. With respect to paragraph 2d in the referenced memorandum, it is often difficult to prove feasibility of a concept or technique without some breadboard or brassboard development. Micro-chip and integrated circuits, for example, are new technologies that require a unique form of breadboarding to prove feasibility. This area should be somewhat flexible and open for discussion on any particular project. It is clear, however, that it would not be in the best interests of the Agency for ORD to develop and test operational hardware ready for field use by the Clandestine Services since this is clearly the responsibility of TSD.

6. We both recognize, I believe, that there are on-going activities in ORD that are unsupported by specific priority requirements but have great long-term potential in terms of their eventual usefulness to the Clandestine Services and other parts of the Agency. These are generally the hardest to defend and justify and tend to be eliminated from the budget totally rather than die a slow death from priority reprogramming.

7. It is important, therefore, that we get together to work out a more formal means of achieving our joint objectives and then present our coordination plans to our respective Deputy Directors.

[Redacted Signature]

ROBERT M. CHAPMAN
Director of Research and Development

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(8 May 1967)

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17 April 1967

MEMORANDUM FOR : Director, DDS&T/ORD

SUBJECT : Coordination of Research and Development
Conducted by DDS&T/ORD in Relation to
Clandestine Services' Needs

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25X1A 1. As a result of the recent series of discussions at [] and the 15 March meeting with OPPB regarding R&D for audio, it is quite apparent that some specific ground rules need to be agreed upon between us to insure coordination of that portion of ORD's R&D which relates to Clandestine Services' needs. Since neither the John Clarke meeting nor [] reached any detailed conclusions regarding specific procedures, I would like to offer the following as some suggestions:

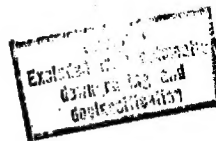
25X1A a. Within the Clandestine Services, the issuance of a CSI [] directs all officers and units with R&D problems in all but a few areas (SIGINT, enciphered radio communications) to present those problems along with validated requests for R&D support to TSD. This clearly makes TSD [] the focal point within the Clandestine Services for such R&D support. Because of this, DDS&T/ORD should look to TSD [] to be its interface with the Clandestine Services on such matters as requirements, operational pertinence, as well as technical coordination and matters regarding CS or agent oriented operations.

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b. For the immediate future in order to specifically carry out its functions assigned by this CSI, TSD needs to be kept current on all ORD projects and planning regarding R&D of interest to the Clandestine Services. Sometime before the end of this fiscal year, we would like to have brief summary sheets on all such

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MEMO FOR : Director, DDS&T/ORD
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Page 2

ORD projects which you think are of interest or pertinence to the Clandestine Services. We will try after suitable technical exchange to come back to you on the various projects - pertinent operational suitability, priority duplication, etc.

c. In the future these comments will have much more meaning if they are exchanged during the early phase of the planning and budget cycle rather than after the entire program has been put together in final form. I would hope that we could begin this as early as next August on the FY'69 program plan.

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d. As I have indicated a number of times in the past and reiterated at [] this week, I believe that a seminar between ORD and TSD before the FY'69 CS [] seminar would be of great value to both ORD and TSD. Such a meeting if held early enough could guarantee that the FY'69 R&D programs of the two organizations were as compatible and coordinated as possible and minimize the arbitrary judgment of programmers and budgeteers as well as any last minute conflicts or changes.

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e. As far as I was concerned, the ORD participation at [] this year was of value to TSD and the CS operators (and I hope to you as well). Therefore unless something happens in the interim to change my feelings considerably, I will recommend to the DDP that ORD be represented at next year's R&D seminar.

f. In an attempt to better define priority Clandestine Service R&D requirements that could be handled by ORD, TSD will upgrade the now 18 month old priority research list informally forwarded to you last year. In it we shall try to highlight those general and specific areas of applied research and development which would be of greatest benefit to the Clandestine Services and which is not currently planned for by TSD/ []

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g. Because however Clandestine Service requirements and operational environments are dynamic, it is suggested that ORD take steps to coordinate its specific R&D projects with

SECRET

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Page 3

25X1A TSD at the time that the project proposal is being solicited from the contractor and again at the time the project is actually being funded. This would give the technical officers in ORD and TSD ☐ an opportunity to discuss the technical details and operational pertinence before fiscal commitments were actually made.

h. Lastly, projects or ideas originating within ORD primarily in support of areas other than the Clandestine Services missions may have potential or collateral pertinence to Clandestine Service requirements and therefore should be brought to TSD's attention by ORD. TSD in turn will bring the project idea to the appropriate Clandestine Service component and facilitate the articulation of a Clandestine Service requirement (or specific lack of interest).

2. Throughout all of the following, a number of overall principles should apply:

a. Some portion of the DDS&T/ORD effort should be directly responsible to the Clandestine Service priority requirements.

b. Some other portion of the DDS&T/ORD effort should be of direct interest to the Clandestine Service and have operational pertinence (but not necessarily in priority areas).

c. Some further portion of the DDS&T/ORD effort should be self-generated and of potential value to the Clandestine Services but not be specifically in response to Clandestine Service requirements.

d. ORD's efforts in behalf of the Clandestine Service should center on areas of applied research rather than specific areas of hardware development. The products of ORD projects for the Clandestine Services should usually be feasibility reports, engineering, etc., rather than prototypes and field useable hardware.

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Page 4

e. TSD as the Clandestine Service R&D broker has the specific responsibility of keeping ORD adequately informed about related areas of past, or current, TSD work so that unwise duplication of effort or inefficient use of assets is prevented or minimized. TSD should also keep the appropriate CS components, including the Technical Requirements Board, adequately informed regarding programs being carried out by ORD in areas of interest to the Clandestine Service.

f. Lastly, although TSD may, in reviewing ORD efforts on behalf of TSD, comment negatively on the pertinence, operational suitability, or technical aspects of an ORD project, such comments should not be regarded as a veto but rather simply as another item of consideration for DDS&T and Agency management to use in assessing the ORD program.

3. None of the above will have very much meaning or chance of success unless an unrestrained dialogue between the working technical personnel of ORD and TSD/ [] takes place. In the past both sides seem to have had a tendency to "stand on ceremony" or "clam up" rather than foster a free interchange of necessary information. In the future I hope that you and I can surface these communication breakdowns and insist that our various subordinates get on with the job rather than raise meaningless objections.

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4. I would suggest that we get together at your earliest convenience so that we can "institutionalize" some sort of system which would minimize administrative details but promote a maximum, efficient, cooperative interface between TSD/ [] and ORD.

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C/TSD/ []

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